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November 2001

SSC San Diego Strategic Plan

SSC San Diego Executive Board



SSC San Diego
San Diego, CA 92152-5001

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A MESSAGE FROM THE COMMANDING OFFICER AND EXECUTIVE DIRECTOR

As we enter the new century, our overriding challenge is to provide the nation's warfighters with the tools they need to achieve battlespace information dominance. This Strategic Plan is SSC San Diego's blueprint to meet that challenge. We believe that strategic planning provides a critically needed context for adopting dynamic, agile processes to better use our corporate resources to meet our customers' needs.

This SSC San Diego Strategic Plan describes our mission, vision, core values, leadership philosophy, core competencies, and six strategic objectives. The Executive Board is committed to these six objectives and is working with action teams from across the Center to complete measurable, time-specific actions. Department, division, and work group plans are an important part of the process as well. They help empower more of the organization and help to move the organization toward common goals, processes, and more cost-effective integrated capabilities for the warfighter.

Delivering integrated command, control, communications, computers, intelligence, surveillance, and reconnaissance (C⁴ISR) systems and services to joint warfighters is our primary mission. As articulated in Joint Vision 2020, integrated C⁴ISR is a critical enabling capability that allows our warfighters to achieve battlespace dominance today and ensures that they will retain that capability as our military transforms throughout this century. The rapid pace of information technology development provides us the opportunity to reduce the time required to develop and deploy new capabilities while constantly challenging us to develop improved methods of supporting these changes in fielded capability. Networking capability within and between platforms enables us to horizontally integrate capabilities and force us to reexamine the traditional systems development methodology. We are developing a vision for future C⁴ISR capabilities, which we endeavor to transform into functional concepts and system prototypes. We will assist warfighters in the incorporation of these system concepts in operational experiments that will provide feedback on the merits of the concepts and assist in the co-evolution of concepts and doctrine with technology. This organization should evolve as well if we are to remain competitive in this environment. Our focus is on leveraging the talents of an empowered and capable workforce, on improving processes that enhance our ability to develop integrated capabilities, and on improving our support systems and processes to provide more accurate and timely information to support our management decision-making processes.

The senior leadership at the Center contributed to the development and implementation of a Strategic Plan for the SPAWAR Corporation that encompasses SPAWAR Headquarters and the five SPAWAR field activities: SSC San Diego, SSC Charleston, SSC Chesapeake, SPAWAR Information Technology Center New Orleans, and the SPAWAR Space Field Activity. The use of the term "Corporation" is important because it signals a change in the mode of operations from conglomerate to corporate, to an organization that is unified in purpose, strategic goals, operating policies, and business objectives. The Corporate mission is to enable knowledge superiority to the warfighter through the development, acquisition, and life-cycle support of effective, capable, and integrated C⁴ISR, information technology (IT), and space systems. The Corporate vision is to "...become the premier provider of C⁴ISR, IT and Space capabilities." This SSC San Diego Strategic plan augments and supports the Corporate Plan.

Working together, we strive to create a high-performing, customer-focused organization that will benefit our customers, our sponsors, and all with whom we do business. We encourage our employees to become actively involved and to take part in making our vision a reality.

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MISSION, VISION, AND CORE VALUES

SSC San Diego's Assigned Mission

To be the Navy's full-spectrum research, development, test and evaluation, engineering and fleet support center for command, control and communication systems and ocean surveillance and the integration of those systems which overarch multiplatforms

SSC San Diego's Corporate Vision

To be the nation's pre-eminent provider of integrated C⁴ISR solutions for warrior information dominance

Our Core Values

Our Core Values are what we "live by." They are the beliefs and values that we want to see reflected in our daily activities. We value:

Customers—Our customers, and the timely, cost-effective satisfaction of their needs

Employees—Employees who demonstrate pride, initiative, creativity, commitment, integrity, loyalty, professionalism, and the willingness to embrace new challenges

Excellence—An environment that promotes excellence in performance, accountability, mutual respect and trust, cooperation, fairness, open communication, candor, and caring

Teamwork—An environment where individual and team performance, entrepreneurial spirit, prudent risk-taking, diversity, adaptability, and common sense are acknowledged and rewarded

Flexibility—An adaptive, yet streamlined, set of processes that allow flexibility in responding to dynamically changing business environments

OUR LEADERSHIP PHILOSOPHY

- We are a unified organization of diverse, talented, honest, dedicated, and hardworking professionals focused on providing the highest quality service and products to meet the national interest.
- We are motivated by the knowledge that the work we do is critical to the warfighter and to our nation, is technically challenging, and is conducted in an environment which promotes success.
- We share information and knowledge, encourage continuous learning and expect personal responsibility, mutual respect and integrity.
- We use consultative leadership, mentoring, teamwork, and personal initiative to foster innovation and creativity while applying common sense and best judgement. We believe that the team process produces superior results.

CORE COMPETENCIES

We *understand the warfighter's command control, communications, computers, intelligence, surveillance, reconnaissance, and navigation (C⁴ISR and navigation) requirements*. This understanding is developed through participation in exercises and demonstrations with operational forces, through serving as the life-cycle management agent (LCMA) for a variety of C⁴ISR and navigation systems, and by providing support to operational forces and acquisition commands. This understanding is translated into prototypes, engineering development models, testable systems and production capabilities and is supported throughout the life cycle.

We perform *world-class research and technology development* in key areas required for advanced Navy, joint, and allied C⁴ISR and navigation systems. We have technology leadership assignments in C⁴ISR and navigation, C⁴ISR and navigation countermeasures, C⁴ISR and navigation modeling and simulation and analysis, ocean surveillance, ocean engineering, navigation support, and the integration of space communications and surveillance.

We utilize *proven business and work processes* to ensure the success of all of our efforts. We have attained Capability Maturity Model (CMM) Level 3 maturity for software engineering, and have taken the lead to establish an equivalent Systems Engineering capability. We excel in the creation and management of contracts that allow the integration of the capabilities of industry and academia.

We have invested in and developed *system-level capabilities for concept development, design, systems engineering, and integration of all types of C⁴ISR and navigation systems*. We maintain our capabilities to span the diversity of C⁴ISR and navigation.

We *update and replace obsolescence with ongoing advancements in technology* by identifying problems, designing solutions, implementing, documenting, installing, testing, training, and providing configuration management and software maintenance of our products for the joint and naval warfighter. This includes redesigning the system architectures to accommodate evolving industrial standards and to maintain system interoperability during the transition from legacy architectures to the target design.

We have a *unique complex of state-of-the-art research, development, test, and evaluation (RDT&E) facilities and infrastructure* that enable us to conduct a full-spectrum of RDT&E activities for Navy, joint, and allied C⁴ISR and navigation systems. Our capabilities include high-capacity secure communications connectivity via a wide variety of landline and satellite systems to allow interoperability, functionality, feasibility, reliability, security and other testing of systems and equipment that might be located among geographically remote sites; specialized test facilities that permit integration of a system's hardware and software for evaluation and testing as part of the system's approval process prior to its release for Navy, joint or allied use; and research facilities such as the High Performance Computing Center that allows research into massively parallel processing technologies and the Model and Antenna Range that allows experimentation with scale-model versions of various antenna designs to identify strengths and weaknesses in the design.

STRATEGIC OBJECTIVES

The set of strategic objectives discussed in the following sections provides a context for initiating actions that will guide our organization toward achieving the corporate vision. These objectives are highly interdependent, yet each is important in its own right. The objectives are supported with strategies and implementation guidelines that focus near-term actions and resources in the form of major milestones. Achievement of these milestones will require organizational commitment and new ways of thinking.

- **Lead and Promote the C⁴ISR Vision**
- **Develop a Strategic Business Development Process**
- **Strengthen Our Core Competencies**
- **Prepare Our Workforce for the Future**
- **Improve Corporate Operations**
- **Improve Our Internal Communications**

Lead and Promote the C⁴ISR Vision

Strategic Intent

Based on our talented people, state-of-the-art facilities, assigned mission, and our proximity to our customers and stakeholders, we are uniquely qualified for national leadership in conception and development of integrated C⁴ISR solutions that enable current and future warfighter information dominance. Our leadership position is exemplified by the development of a C⁴ISR vision, an evolving statement of our view of the technological foundation for the development of future integrated C⁴ISR, navigation, and information operation capabilities that will enable information and knowledge dominance in national security operations.

We intend to maintain the vision and to help make the implementation of the vision the focus for the activity of our workforce in the development and execution of their work. Center employees are the force that will move this organization forward to realize the vision.

This vision is both directive and supportive. It provides the direction for the Center to take in order to be successful in the delivery of integrated, interoperable C⁴ISR solutions.

The vision is supportive in that it provides the framework within which individual projects and technology and other developments become a part of Integrated C⁴ISR solutions.

Strategic Goals

- Empower a workforce that enthusiastically supports the vision in their daily work.
 - Develop initiatives in support of the vision.
 - Align work with the Center's long-range goals.
 - Proactively help define and refine the vision.
- Encourage integrated efforts, projects, technologies, and products that embody the Center's vision.
- Pursue national recognition for the development, transition, implementation, and support of future integrated C⁴ISR solutions.

Implementation Guidelines

Evolve the C⁴ISR Vision

We will team with the Corporate Initiatives Group (CIG) to evolve our vision for integration of C⁴ISR. We recognize that the significance and thrust of C⁴ISR support and require a vision encompassing the joint service environment, and we will strive to ensure that the products of our efforts benefit the joint warfighter. We will encourage our workforce to participate in continual, dynamic re-definition and refinement of our vision.

Communicate the C⁴ISR Vision (Internal)

To communicate the vision within the Center, we will develop compelling presentations of the vision and ensure that each member of our workforce is provided opportunities to attend the presentations. We will encourage active workforce debate and discussion of the vision and contribution to its refinement. We will enable and empower the workforce to participate in active implementation of this vision by identifying new programs that support and define the vision.

Communicate the C⁴ISR Vision (External)

To communicate the vision outside the Center, we will seek opportunities to discuss our vision through formal SSC San Diego technical publication, posting on Internet web sites, publication in the peer-reviewed literature, and presentation at technical symposia. We will actively pursue discussion of the vision with our resource sponsors, our industry partners and the military and technical leaders of the other services. We will refine our vision appropriately to support the requirements of the joint warfighter.

Plan of Action & Milestones

Evolve the C⁴ISR Vision

- Work with the CIG and Imperative Teams to maintain and update the Vision Brief.
- Develop template (Version 1.0) to define connection of vision to our work. Imperative Teams add programs to their imperatives (link vision statement to imperatives to technology and capabilities).

Communicate the C⁴ISR Vision (Internal)

- Complete Version 1.0 of “Compelling Story” Brief.
- Engage the Imperative Teams in the vision communication and implementation.
 - Present the vision framework brief to the Imperative Teams.
 - Charge the Imperative Teams to brief their respective divisions and obtain feedback.
- Review Feedback.
 - Review vision with front lines (random sampling of branches).
 - Review feedback sheets.
 - Report to Strategic Planning Group.

Communicate the C⁴ISR Vision (External)

- Develop opportunities list (e.g., C⁴ISR symposia/conferences).
- Develop VIP briefs.

Develop a Strategic Business Development Process

Strategic Intent

We will continue to evolve our business development strategy based upon our C⁴ISR technical vision. Our strategy will span from Science and Technology (S&T) development to acquisition and support of legacy systems.

We will continue to participate in SPAWAR Corporate business development processes and activities.

Strategic Goals

- Grow and improve our technical expertise with an emphasis on transitioning and integrating science, technology, and services to operational capabilities.
- Increase our business base to show both fiscal health and increasing S&T influence.
- Develop a business portfolio that balances our traditional naval business with joint, other-service, foreign military, and non-DoD national security business to implement our vision.
- Team with others (SPAWAR Systems Centers, SPAWAR Headquarters, Navy and other-service Warfare Centers, other government agencies, industry, and academia) to bring the best expertise to bear for our customers.
- Develop an outreach program to highlight our accomplishments and expertise to decision-makers and their advisors.
- Establish a market analysis function to provide objective information on which business decisions will be based.

Implementation Guidelines

Implement Technical Vision

We have aligned the Center's technical vision with the Joint Chiefs of Staff document, "Joint Vision 2020," and other Navy/Marine Corps vision documents. The corporate imperatives of the Center's technical vision define constant operational functions, which can enable knowledge-centric operations through open C4ISR architectures.

We are developing a roadmap of technologies and systems engineering processes to develop and transition the technologies into needed operational capabilities via the Horizontal Integration process.

Define or Improve Business Development Processes

Knowing the technologies needing development to reach our technical vision allows us to analyze the Federal Budget to identify planned programs that could provide business opportunities to develop these technologies. Each opportunity can then be compared with the existing skill set for Center personnel to estimate our probability of getting involved in specific future programs. Analysis results will be provided for Center-wide use by entrepreneurs.

Three courses of action can then be followed. If we have the experience and the sponsor knowledge to get involved in the project, we can proceed directly with the marketing process. If we need additional in-house expertise to develop marketable capabilities or sponsor knowledge, we will obtain it by investing our limited, discretionary funds in selected technical areas. If outside expertise is needed, we will pursue teaming or partnership arrangements with entities from government, academia, and industry.

Optimize Business Development Relations with SPAWAR HQ

We will participate in the implementation of the SPAWAR corporate business development process. This process will include defining roles and responsibilities of the SPAWAR Systems Centers.

Plan of Action & Milestones

Implement Technical Vision

- Continue the Newport Strategy of supporting the Strategic Studies Group, the Navy Warfare Development Command, and the Naval War College. Expand where possible with the goal of highlighting SSC San Diego as the Navy's C⁴ISR S&T point of contact.
- Define a strategy for Defense Advanced Research Projects Agency (DARPA) that highlights SSC San Diego as a significant S&T asset for joint C⁴ISR. The primary strategy goal is to expand in-house work-year funds for SSC San Diego personnel to complement our continued success as DARPA's contracting agent.
- Develop a plan to support ONR for Future Naval Capabilities (FNCs) implementation in FY 02. Define areas where the Center can assume leadership roles under this strategy.
- Continue and improve the collaborations of the Navy Laboratory/Center Coordinating Group (NLCCG) and the Navy Warfare Systems Forum.

Define or Improve Business Development Processes

- Define and implement the strategy to continue our success in software engineering process improvement to all disciplines within systems engineering.
- Implement the plan for the Center Advisory Council.
- Implement the Market Analysis Function and provide a corporate service to the Business Board, the Business Development Board, and the departments' business infrastructure. Plan for the second wave of ERP to implement the analysis tools that are being provided.
- Define and implement a standardized process for Corporate Business Development Leaders (CBDLs) and for portfolio management. Develop performance metrics to help gauge business development progress.

Optimize Business Development Relations with SPAWAR HQ

- Help implement a Corporate Business Development Plan for all of SPAWAR that helps establish business development processes and helps define roles and responsibilities for new business development.
- Complete the process for defining the roles and responsibilities among SSCs and between Echelon II and Echelon III.
- Complete a SPAWAR Technology Roadmap that supports the Horizontal Integration process. Promote the use of this C⁴ISR roadmap to the Naval Sea Systems Command (NAVSEA), Naval Air Systems Command (NAVAIR), and Office of Naval Research (ONR).
- Define and implement a Tidewater Strategy that implements our business development goals for Joint Forces Command (JFCOM) and for Commander in Chief, Atlantic Fleet (CINCLANTFLT).
- Define a business development strategy for Center use in the Pacific theater.

Strengthen Our Core Competencies

Strategic Intent

We must maintain and improve our organizational Core Competencies to ensure that we remain in the best position to provide to the fleet and joint warfighters—our primary customers—the best C⁴ISR and navigation goods and services available. By continuously re-evaluating and improving the skills of our workforce, the quality of our engineering and scientific facilities, and the work processes that we employ to accomplish our mission, we will continue to provide full value to our customers. Through this strategy, we will identify and strengthen those core competencies that are critical for our ability to establish, enhance, and maintain our role as the recognized leader in our mission and leadership areas into the 21st century.

Strategic Goals

- Invest SSC San Diego corporate resources in developing and maintaining facilities, staff expertise and technical work processes focused on continuously improving the quality of our products and services.
- Identify the skills mix of employees we need to meet the organization's future needs. Determine the categories of employee we need to recruit and the training required to supplement their expertise.
- Develop and implement Center-wide, integrated, technical work processes that consistently provide quality products and services to our customers on schedule and within budget.
- Develop facilities requirements and a corporate strategy that focuses on establishing SSC San Diego as a “World-Class” technology development and engineering organization. The primary benefits of this are to achieve modern facilities, reduced infrastructure costs, and a motivating environment that will stimulate employee retention.

Implementation Guidelines

Develop and Maintain Facilities

We will establish baseline competencies from which to determine needed improvements. This effort will result in a critical analysis of our shortfalls and strengths, and will provide the basis for development of an improvement plan of action and milestones. The baseline for our facilities needs and requirements will be determined through the Base Facilities Requirements (BFR) process. The results of this effort will feed into the establishment of requirements for all future facilities at the Center.

Critical to our long-term competitiveness is the development of competencies that put us in the best position to remain the pre-eminent provider of choice for integrated C⁴ISR and navigation solutions. The team will make recommendations regarding acquisition or development of new facilities.

New facilities will be funded through either the Capital Purchase Program (CPP) or Military Construction (MILCON) Program. Expenditures in either of these fund pools requires that an annual plan be developed that results in feeder proposals—by late spring for a consolidated Center MILCON submission to the Southwest Region; and by January of each year a consolidated Center CPP plan can be factored into the A-11 budget. Both of these submissions should be responding to overall Center-approved guidance.

Develop and Improve Work Processes

Work processes defining the way we do our business are critical to the quality of the products we provide. Without world-class capabilities to perform our work, we will cease to be a provider of choice to our customers. We realize the way in which we execute our work is as important to ensuring the quality of the delivered product as are the state-of-the-art design and features of that product. The Work Processes Team (WPT) will provide oversight and context to the Center's processes in four significant areas: (1) engineering our systems and software projects, (2) managing our projects, (3) transitioning technology from basic research into a network architecture and finally into knowledge concepts which become functional capabilities for the user, and (4) facilitating the efforts of the many parallel organizations targeting to improve specific business and technical areas of the Center.

Develop Technical Expertise

A highly skilled workforce underpins our long-term viability as a scientific and engineering organization. Future work skill requirements will be developed in conjunction with Workforce Development Team efforts. The Workforce Subteam will utilize the workforce requirements generated by the Core Competency Team to implement employee skill development/acquisition requirements. The Workforce Subteam will also develop a method for determining skills trends that can be utilized within and among the departments to influence future hiring and training requirements.

Plan of Action & Milestones

Develop and Maintain Facilities

- Facilitate the BFR Process
 - Analyze resulting data and make recommendations.
 - Complete draft BFR.
 - Complete 100% Draft BFR.
- Document Center's Facility Strategy
 - Review consolidated MILCON documentation.
 - Prepare MILCON documentation for Regional Integrated Priorities List (IPL).
 - Review consolidated CPP minor construction.

Develop and Improve Work Processes

- Invite owners of each area to Core Competencies Strategic Team (CCST) for discussion of relevant organizational processes.
- Advise Systems Engineering Process Office (SEPO) in planning and implementation of Systems Engineering Process Improvements.
- Act as advocate for improved project management effectiveness.
- Provide forum for visibility into, and awareness of, the Center's process for technology transfer.
- Facilitate the compatibility among the products of our parallel organizations and their performance according to a standardized process.

Develop Technical Expertise

- Conduct Skills Requirements Survey in each Department and recommend hiring strategy.
 - Determine current skills needed in the near-term from survey.
 - Meet with Corporate Business Development Leaders (CBDLs) to get mid-term requirements for skills in future.
 - Develop mid-level hiring strategy.
- Sponsor Workforce Attrition Study.
 - Determine study skills being lost to retirement.
 - Determine study skills being lost to early Federal Employee Retirement System (FERS) attrition.
 - Prepare recommended actions based on skills attrition.

Prepare Our Workforce for the Future

Strategic Intent

The Center values and requires talented, motivated, and innovative employees. Accordingly, we are renewing our efforts to develop employee professional excellence, including abilities in leadership, team skills, management, and stewardship. At the same time, we are creating a consultative environment that fosters creative solutions to problems, new ideas and approaches, and the delivery of quality products and services. We recognize that in order to attract, retain, and nurture a qualified and motivated workforce, we need to constantly improve employee satisfaction.

Strategic Goals

- Establish comprehensive career development programs for all employees.
- Establish comprehensive recruitment plans for all areas of SSC San Diego hiring.
- Create a consultative work culture, consistent with SSC San Diego's leadership philosophy, to provide a satisfying and rewarding place to work.

Implementation Guidelines

Establish a Career Development Program

We will develop and promulgate workforce competency development plans by career path and job function. Required workforce competencies will be defined by level, and a forecast of employee skills needed to support Center business will be developed. This will provide a career development plan centered on required competencies needed by our workforce now and in the future. The plans will address competencies needed for technical and support personnel. Further, we will establish mechanisms to assess employee competency and encourage high performance.

We will identify and provide opportunities for individual development, including short-term and long-term training, work experience, academic development, Defense Acquisition Workforce Improvement Act (DAWIA) certification where appropriate, and long-term temporary duty (TDY) assignments. We will establish mechanisms for career development by using expanded mentoring, formal classroom instruction, self-initiated training and job assignments. We will develop an orientation program for new and existing employees, and we will develop retraining programs to address workforce skills mix problems. Finally, we will endeavor to raise the awareness of daily interactions with peers, subordinates, and supervisors as an opportunity for career development through informal and formal mentoring throughout the organization.

As part of this process, we will establish successorship development as an expectation for all supervisors and managers.

Establish a Comprehensive Recruitment Plan

We will endeavor to attract and retain employees with good skills match to Center needs for technical and support personnel. We will develop recruiting and hiring strategies that include the full range (underrepresented groups, Co-Op, New Professionals, and direct hire) of hiring programs available to SSC San Diego. A workforce plan will be prepared to meet the forecasted requirements for the composition and capabilities of our workforce in terms of number of full-time employees, skills mix, and required education.

Create a Consultative Work Environment

We must create a consultative work culture, consistent with SSC San Diego's Leadership Philosophy, to provide a satisfying and rewarding place to work. We will develop and implement actions to foster: a consultative organizational culture and ethic that both encourage and reward veracity and accountability; professional relations insisting on civility, achievement, and delivery; technical and management innovation; and prudent risk-taking, regardless of the result. We will create opportunities for increased employee involvement.

Plan of Action & Milestones

Establish a Career Development Program

- Define and promulgate required workforce competencies by level and job series.
- Provide a career development plan around required competencies needed by our workforce now and in the future.
- Establish mechanisms to assess employee competency and encourage high performance.

Establish a Comprehensive Recruitment Plan

- Develop recruiting and hiring strategies to address SSC San Diego needs for technical and support personnel that include the full range (underrepresented groups, Co-Op, New Professionals, and direct hire) of hiring programs available.

Create a Consultative Work Environment

- Create opportunities for increased employee involvement.

Improve Corporate Business Operations

Strategic Intent

To be competitive and productive, we must improve our existing business and technical operations. Therefore, we will strive to continually improve the quality, efficiency, and cost effectiveness of all operations in all departments so we will be value-added to our customers.

Strategic Goals

- Develop and improve integrated internal business processes (including financial, contracting, personnel management, and base operations.)
- Improve the efficiency and effectiveness of our information technology (IT) infrastructure.
- Develop and improve external interfaces for our business processes and IT systems.

Implementation Guidelines

Integrate Internal Business Processes

We will sustain and continue to improve the Enterprise Resource Planning (ERP) Wave 1 implementation at SSC San Diego. This will include documenting and improving component processes and collection of key performance indicators to measure the results.

We will sustain the remaining legacy business systems at minimal cost until most are replaced by future ERP implementations.

We will complete planning and development of incremental improvements to ERP, to be known as ERP Wave 2. This plan must be coordinated with the development of ERP capabilities at SPAWAR Headquarters, as well as at other SPAWAR and other Navy activities.

Corporate business operations must be reflected in documented processes, and the success of the processes and changes to them must be assessed through well-defined metrics.

A cross-departmental team, the Corporate Business Improvement Group (CBIG), will be composed of the team members listed above, and will be responsible for monitoring the planning and implementation of these objectives. The CBIG will charter sub-groups as necessary.

Improve Corporate IT infrastructure

Much of the SSC San Diego IT service will be provided via the Navy/Marine Corps Intranet (NMCI) contract. SSC San Diego must continue to supplement that service with an internal network to support legacy business, scientific and experimental functions. Long-range plans for the evolution of hardware, software, staff and budgets must be developed and implemented.

It is critical that we develop and maintain well-documented procedures and interfaces for business and IT systems with other SPAWAR, Navy, and DoD systems.

Plan of Action & Milestones

Integrate Internal Business Processes

- Complete plan for ERP Wave 2.
- Develop plan for corporate ERP.
- Review and assess ERP metrics.
- Complete development of Wave 2 Increment 1.
- Prepare for SPAWAR HQ “Go Live.”
- Complete Wave 2 Increment 2.

Improve Corporate IT Infrastructure

- Implement R&D network.
- Develop IT strategic plan.
- Develop and track metrics.
- Implement NMCI.

Improve Our Internal Communications

Strategic Intent

The ability to effectively communicate critical information throughout the organization is essential to achieving our strategic objectives. We recognize the need to identify and implement mechanisms and processes that improve our internal communications.

Strategic Goals

- Define which specific improvements to internal communication contribute to improved business outcomes and offer a substantial benefit to the Center.
- Define the roles, responsibilities and functions required to conduct effective internal organizational communications.

Implementation Guidelines

Review Best Practices for Organizational Communications

The Internal Communications Team (ICT) is reviewing commercial best practices for organizational communications and will recommend suitable best practices for implementation at SSC San Diego. Our initial efforts are focused on improving vertical communications. Based on an initial review of commercial best practices, the ICT is evaluating the use of key messages as an effective method of communicating essential information to all Center employees. This includes developing and evaluating a feedback mechanism to measure communication effectiveness. Using input from TECHBOARD (May 2000), five key messages were identified and prioritized. The ICT's initial focus was on the number one priority: Leadership Philosophy. A process was developed and implemented to deliver this key message via the organizational chain of command, and materials were developed to aid work group leaders in discussing the Leadership Philosophy. A survey was developed to measure communications effectiveness. The results of surveys received from work groups who had discussed the Leadership Philosophy were analyzed and reported to the Strategic Planning Group (SPG). The ICT will diagnose why this first key message was not communicated throughout the whole organization in a timely manner and will develop recommendations to improve the key message process. Lessons learned will be incorporated into updated recommendations for the use of key messages as a means of vertical communications at the Center.

Improve Other Internal Communications

As the Leadership Philosophy key message process is completed, the ICT's focus will shift to the following two items: (1) defining which specific communication improvements will contribute to improved business outcomes and offer a substantial payoff—this includes reviewing other important forms of internal communications such as bottom-up communications and the intranet; and (2) developing the organizational capacity for effective internal communications. The ICT will complete the review of commercial best practices for organizational communications and our findings will be factored into our recommendations. The ICT will work closely with those individuals currently charged with internal communications (i.e., the Outlook newsletter, Public Affairs, and intranet personnel).

The ICT will coordinate with other SSC San Diego groups that are also addressing internal communications. We will strive to have a member of the ICT on each of these teams to coordinate our efforts and share lessons learned.

Plan of Action & Milestones

Review Best Practices for Vertical Communications

- Develop key message package.
- Focus on leadership philosophy survey results, including:
 - Initial survey results brief
 - Individual department/meeting host results
 - Survey results returned after 3 January 2001 will be provided to the meeting hosts by the end of the following month after receipt.
 - Key message diagnosis.
- Deliver brief on commercial best practices.
- Deliver periodic status reports to the Strategic Planning Board.

Improve Other Internal Communications

- Make recommendations for improving other forms of internal communications, including intranet improvement, using commercial best practices.
- Make recommendation for internal communications function.
- Deliver periodic status reports to the Strategic Planning Board.

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